

The Relationship between Personality Traits NEO and Managers' Transformational Leadership of Tehran East Social Security Organization

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Abstract: This study's main purpose is to investigate the relationship between personality traits NEO and Managers' transformational leadership of Tehran East Social Security Organization. This study is correlation. The population includes managers, contract employees of social security Organization in Tehran East. According to the population sample size was (n = 168) and using simple random and 120 people were selected by using Cochran formula and they answered Bass and Avolio transformational leadership questionnaire MLQ (2000) and NEO Personality (1985). To analyze the data, Pearson correlation coefficient and correlation test and multivariate regression were used. The results showed that there is a positive and significant relationship between personality traits of transformational leadership and also there is a significant relationship between the subscales (extroversion, agreeableness, openness and conscientiousness) personality characteristics with transformational leadership and there is no significant relationship between transformational leadership and neuroticism. The Regression multivariate results showed that the extroversion can increase deviation of the range of transformational leadership, 0.22 and openness 0.38.

Keywords: Transformational Leadership, Personality Traits, Extroversion, Neuroticism, Agreeableness, Openness, Conscientiousness.

Introduction

Today's environment has brought a new wave of change with itself. Surrounding environment of organizations is more dynamic compared to before and it has caused organizations to try for finding answers to these dynamics because of making a higher performance for their shape. Among these, organization conducted flexibility and dynamics in order to survive and achieve and increase competitive success. In addition, organizations should be able to adapt to today's changing and evolving world to establish organizational commitment atmosphere and higher performance in the organization for making strategies to help and control these changes. In fact the transformational leadership creates flexibility in organizational atmosphere by using intellectual stimulation of their followers and stimulates their minds throughout the organization in which challenge employees feelings and prompt them to seek a new perspective on their jobs. To deal with the uncertain environment and continuous changes, the need for people in leadership roles was strongly felt. According to the new managements' theories, the managers' role includes his interactions with subordinates. The importance and necessity of leadership is because of that manager should adapt psychological and social needs of the members with the organization purpose and his mission is based on two bases: excellence and production. It is obvious that the traditional leadership will not survive in the third millennium and the world will

need transformational leaders. Transformational leadership considered one of the paradigms of the leadership in organizational psychology which has been extensively studied in terms of satisfaction subordinates. According to the theory of transformational leadership, leadership requires local actors to perform the functions of the organization to achieve the desired targets. In this context, the aim of transformational leadership is to ensure that the route to the target is clearly perceived by local actors, eliminate potential obstacles within the system and encourage actors in achieving preset goals.

Today's environment has brought a new wave of change with itself. Surrounding environment of organizations is more dynamic compared to before and it has caused organizations to try for finding answers to these dynamics because of making a higher performance for their shape. Leadership has been attracted the researchers and general people traditionally but scientific researches about the leadership has been began from twentieth century. The need for appropriate leadership style which can reform organizational culture in order to further the targets is necessary for success. New developments in leadership theories were changed from Assuming that the leader was an unusual creature and people were dependent on the leadership to the theories of neo-charismatic and transformational leadership which pay attention to development and empowerment of people's performance. Today's environment has brought a new wave of change with itself. Surrounding environment of organizations is more dynamic compared to before and it has caused organizations to try for finding answers to these dynamics because of making a higher performance for their shape. In this respect, leadership subject or in other words, leadership, plays a considerable role. The importance of transformational leadership is because of the organization Compatibility requires creation and institutionalization of new systems and processes and it would not be possible without effective leadership.

One of the important factors that could cause extensive research in the field of leadership is the transformational leaderships' attractions in their characteristics personalities. Maybe this charm was caused from the concept which is leaders achieve their targets through influencing on their followers and in the meantime, his followers' and his passions will play a decisive role, because there's no difference if they create a new way or stimulate the teams for activity, in both, their success depends on "how" they do it, but if they fail in their basic task "controlling emotions in the right direction", none of the works they've done can be as much effective as it should be. The results of several studies suggest that transformational leadership will lead to acceptable results in the organization; Such as the leaders can increase the organizational commitment of their subordinates, and will increase their commitment to organizational unit; On the other hand, the leaders will stimulate their followers. Finally, the transformational leadership style will enhance the effectiveness of the leaders. That is why many researchers have sought to identify the factors which cause transformational behaviors.

Quiescent leadership can last for a long time; it will be sunk by the waves, or the leadership ship will remains mired in the mud. Transformational leadership gives companies the possibility of improving their performance in a turbulent and unpredictable competition. In fact, without effective leadership-oriented, the probability that the company will be able to face the challenges of the global economy to achieve superior performance and even satisfactory, will be reduced. According to the description and the importance of transformational leadership has led researchers to develop this basic question in mind that:

Does a personality characteristic have a significant relationship with transformational leadership?

Research purposes

Main purpose: Studying the relationship between personality traits NEO and Managers' transformational leadership of Tehran East Social Security Organization

Secondary purposes: Studying the relationship between neuroticism and transformational leadership among the managers of the Social Security Organization in Tehran East

Studying the relationship between Extroversion and transformational leadership among the managers of the Social Security Organization in Tehran East

Studying the relationship between Palatability and transformational leadership among the managers of the Social Security Organization in Tehran East

Studying the relationship between flexibility and transformational leadership among the managers of the Social Security Organization in Tehran East

Studying the relationship between Conscientiousness and transformational leadership among the managers of the Social Security Organization in Tehran East

Research literature

A review of leaderships' types: The vision of leadership can be found in a Chinese text as "big program" which is probably written in 1120 BC. According to this text, good leadership requires clear rules which is

applied with kindness or strongly based on the environment and the conditions and also states that leaders should be exemplary in practice. (Alegre J, Chiva R, 2008)

Generally, studies on the theory of leadership over the last 20 years can be categorized into six main types:

1. Leadership Characteristics
2. behavioral style
3. Contingency
4. Leadership competencies
5. Emotional Intelligence
6. Charismatic leadership or inspiration

In the leadership qualities ideology, leaders were assumed like a superman so they had the worthy of leadership because of the features that God gave them as a gift. At this ideology, leadership was a God-given talent. So the leaders were born as leaders. The researchers of behavioral ideology try to determine the leadership style or leadership behaviors. In this ideology, the leaders can be created. Because it's just needed to identify and emulate their behavior and style. (Avlonitis GJ, Papapstathopoulou PG, Gounaris SP, 2001)

In contingency ideology, they determine the appropriate methods of leadership by the conditions. In other words, a favorable global leadership in this ideology has been rejected and the leadership style will be determined according to the situations. In qualifications ideology, they insist in qualifications and competence of leadership. The suitability is having any knowledge, skills, abilities and personal attributes that lead to superior performance. In emotional intelligence ideology, it has been insisted in leader's ability to understand the emotions of their followers and their appropriate reactions. Emotional intelligence ideology is against mental intelligence ideology (IQ) and it emphasizes on the ability of understanding each other. In the ideology of charismatic leadership, it is considered some features for the leadership which enable them to inspire their followers and makes it a reference model. Based on other studies that have been done in recent years, leaders have been divided into two categories:

1. Exchanging leaders
2. Transformational Leadership

From 2 previous ideologies, the ideologies: leadership qualities, behavioral, contingency and leadership competencies focus on the exchanging leaders. This type of leadership, guide or stimulate their followers and achieve the targets of the organization. The ideologies of Emotional Intelligence and charismatic leadership focused on transformational leadership. This type of leadership is inspiring for their followers and guides them in a way that provides benefits for the organization. It is said that in recent years a number of researchers believe that transformational leadership is the advanced form of charismatic leadership and also called it "neo-charismatic" such as "Olive" and "Marino".

Transformational Leadership: Olive and others explain 4 main treatments that make transformational leadership form as follow: Honor, charisma, respect and loyalty are follower's undisputed' for leadership. That transmits the ideal sense. Favorable influence causes leaders as models for behavior and roles for their adherents. (Egan TM, Yang B, Bartlett KR, 2004)

Inspirational motivation: Stimulating and enhancing followers' motivation will be performed by appealing their emotions. Emphasis on emotion and inspiring motivation is internal motivation and it's not daily interactions between leaders and followers. (Clegg SR, Kornberger M, Rhodes C, 2005)

Intellectual stimulate: It is Stimulating followers by leadership, In order to discover new solutions and new thinking in solving organizational problems by followers.

Personal considerations: Considering individual differences and communicate with followers of every one of them and stimulate them is through the transfer of responsibility for their learning and experience. They are supported by leaders and the leaders concern for their own feelings and needs. By creating a strong relationship with their employees tries to familiarize themselves with the prospect of new strategic goals and satisfy the needs of their noble efforts. (Alegre J, Chiva R, 2008)

Characteristics of Transformational Leadership: Transformational leadership makes a clear vision in a way of attractive shapes and expresses how to achieve that vision and act with confidence and optimism and transfer this will ensure to the subordinates. Emphasize values with symbolic actions and guide by being a template and enables employees to achieve the vision. Transformational leadership prefers effectiveness to performance, tries using the organization's human resources effectively to achieve organizational goals.

Burns attracted attention to the nature of the relationship between leaders and followers' interactions.

He suggested two types for leadership: transactional and transformational. Transformational leadership and transactional leadership is different in 4 main areas:

1. transformational leadership develops their followers and give them more freedom to control their own behavior.

2. Transformational leadership promote the level of psychological needs of their followers(such as self-esteem and self-actualization).
3. transformational leadership encourages followers to transcend their own interests in favor of group.

Challenges facing organizations and transformational leadership

Fulmer, Gibbs and Goldsmith point globalization, deregulation, e-commerce and the rapid change in technology, businesses will have to reassess the way their operations. Volatility and complexity may bring predictability of the environment lower. They impact of emerging leaders in the organization. In an unstable environment, new management style that intangible assets and the ability to develop dynamic capabilities the ability to operate is important. Organizations cannot create such strategic alliance without stressing on a transformational leadership. Some authors believe that the business challenges of companies in the third millennium are how organizations be led that the knowledge and Training be their potential. How they rely on judgment and instinct. How they live in a world with a growing number of companies. Transformational leaders are effective for several reasons: They can unite their followers and change the goals and beliefs of the followers. Transformational leadership provides a vision of the future to its followers. Transformational leadership motivates subordinates to do the job will more than expected. Successful organizations and thriving in the current century are the ones which have the ability to adapt contemporary features.(De Long DW, Fahey L, 2000)

The most important sources of competitive advantage for enterprises at present are:

1. The social artist, the people who have Counseling skills, leadership paradigms, values and laws are changing and organizing communities and organizations.
2. Spiritual insights, the people who interpret the world around humans and their role properly, provide meaning, purpose and inspiration new insight for the people.
3. Cultural Innovation, the people who are pioneer and supporter of ideas, values, products and lifestyles in the society and the world. And they will discover talents and abilities of individuals for changing.

Therefore, we find with comparing the traditional activities with the transformational leadership despite the upheaval and environmental instability and uncertainty that have effect on organizations, Transformational leadership is needed to see an increase in the organization's performance. To be successful, organizations need transformational leaders, to create development incentives with continued investments in staff development, and draw favorable outlook in order to achieve the aspirations of the people favorable. (Alegre J, Chiva R, 2008)

Personality factors

Since the early 1950s, researchers began to search for people's potential personality factors which can be entrepreneurs. These traits are those which are known by the general features of successful entrepreneurs. Many studies on personality factors and social fields are between 1980 and 1990. Timmons with his studies of more than 50, showed 6 personality entrepreneurs as follows:

1. Commitment and determination
2. Leadership
3. Opportunism
4. Rysk of opportunism, confusion and uncertainty
5. Creativity, confidence and the ability to accommodate
6. Motivate for being better.

The so-called entrepreneurial characteristics can be considered as useful skills for entrepreneurship and the meaning is not that all of these skills are available in adequate quantities in all potential entrepreneurs. Sometimes an entrepreneur can compensate for this deficiency by methods. For example, some of them can be trained. Sometimes even entrepreneurs may try to attract a partner or hire someone with these characteristics.

Character

Perhaps the most fundamental issue of psychology is character. The word character in the Latin language is called as Personality and in the language of the Anglo-Saxon called Personality. Its Latin source is Persona. The word is said to mask which in ancient Greece, theater actors used it on their faces so the original concept of personality is social image that is based on the role the individual plays in society. In fact, a person provides a personality to the society and according to this society will assess him. So the main and primary concept of the character is the appearance and social image. Character in a general meaning is the relatively stable internal and external aspects of the unique and individual character which different situations influence on his behavior. Psychologists' disagreement about the nature of the character, have led many words for the personality. Now we want to have scarcely peeped into these definitions: Campbell - the personality, the characters and to some extent

predictable patterns of behavior reactions that each individual, whether consciously or unconsciously shows in the life style. In other words, the emotional traits, behaviors, attitudes and characteristics that represent a person under normal conditions and they are relatively fixed and predictable. In his opinion, personality consists of two main factors:

1. Hereditary characteristics
2. Life experiences, especially experiences of the early years of life.

Individual differences and personality: In many cases, the failure of individuals to perform their duties effectively in the organization is not their lack of intelligence or lack of technical skills but its lack of consistent personality characteristic. For this reason, it is important to note that this particular field of psychology and know the results of studies of personality. (Clegg SR, Kornberger M, Rhodes C, 2005)

Factors causing character: The personality is made of genetics and environment. Man is born with particular genetic. Since then will be dealt with the environment. Environment plays an important role in shaping character. Clear examples for environmental which influences on the personality is the children who have grown into an accident in the woods or in isolation. For example, a Hindi priest named Singh in the forests of India, found two girls, and took them to his home. According to Singh, the two children didn't have any human behaviors. Walked on all fours, dragged howling. They had high irritability, and overall their behavior was like their environment. (Clegg SR, Kornberger M, Rhodes C, 2005).

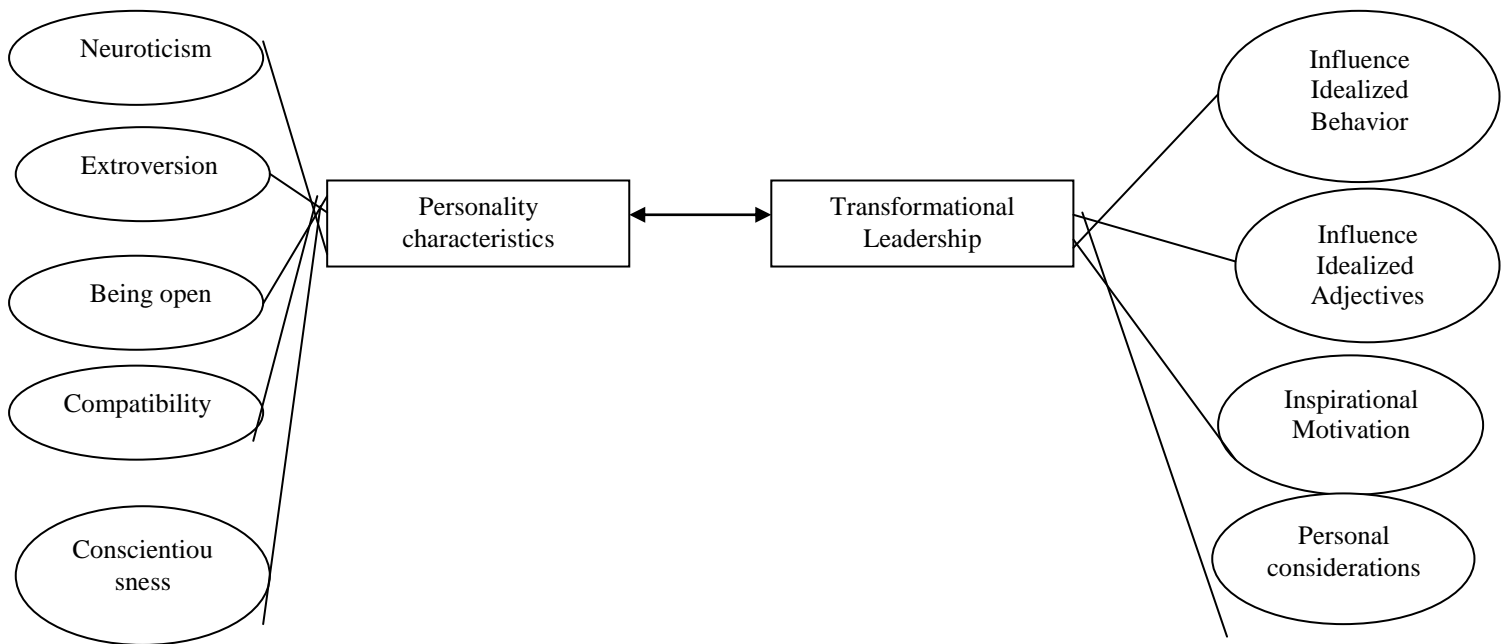


Figure 1. Conceptual model.

Hypothesis

The main Hypothesis: There is a significant relationship between personality traits and transformational leadership of Managers in Social Security Organization of Tehran East.

Secondary hypothesis

1. There is a significant relationship between neuroticism and transformational leadership of Managers in Social Security Organization of Tehran East.
2. There is a significant relationship between Meta cognitive Extroversion and transformational leadership of Managers in Social Security Organization of Tehran East
3. There is a significant relationship between graceful incentives and transformational leadership of Managers in Social Security Organization of Tehran East
4. There is a significant relationship between flexibility and transformational leadership of Managers in Social Security Organization of Tehran East
5. There is a significant relationship between Conscientiousness and transformational leadership of Managers in Social Security Organization of Tehran East.
- 6.

Materials and Methods

Leading research for the purpose of this application and in terms of data collection is a survey. The data in this study found with library research and field survey using a questionnaire. Collecting the information on literature and history research was library methods (Internet, books, articles, theses and reports). The data collected in the survey questionnaire and according to previous studies, preparation and validity and reliability of the test's validity was determined through Cronbach's alpha test.

Population: Respondents are managers who are educated and are working in the Social Security in East Tehran. And the amount is 168.

Sample size: The sample is based on a sample of 117 people and total of 125 questionnaires were distributed and 120 of them have been received.

The data collection tool

Collecting secondary data through library studies: According to the nature of the research to gather information from the history and literature (secondary information) library studies have been used. At this stage of research we used online resources and library publications and numerous magazines, articles, books and thesis of the student.

Collecting primary data: Standardized questionnaires were used to measure variables.

Transformational Leadership: Inventory transformational leadership using 20 items which is taken from multifactor Leadership Questionnaire (MLQ), Will be measured. The questionnaire has four dimensions: individual consideration, intellectual stimulation, inspirational motivation and idealized influence. It is set from five-item Likert scale.

Personality characteristics: NEO questionnaire one of the newest questionnaires to assess personality structure is based on the view factor analysis. This test because of reflecting the 5 main factors today is a global model, based on a factor analysis. The extent of its use in healthy people as well as personality assessment in clinical practice can be one of the most suitable personality assessment tools. The test has been in evaluation of different age groups and different cultures; so it can be one of the most comprehensive personality assessment tests. The test was the subjects of researches on clinical specimens and healthy adults during the last 15 years. NEOPI-R personality questionnaire is an alternative for NEO. It was developed in 1985 by McCrae and Costa. The questionnaire has a short form of the questionnaire which is (NEO-FFI) that has 60-questions. It is used to assess 5 personality traits. If time is very limited for test execution and general information of character is sufficient this questionnaire will be used, the most importantly, unlike other tests, personality test, the less critical is entered to this questionnaire.

Reliability and Validity

Personality Traits Questionnaire: Today, the 5 factors test of NEO is a worldwide application and in order to study, it has been translated to Czechoslovakia language, Arabic, Dutch, French, German, Japanese, Norwegian, Polish and Swedish. NEO-FFI personality questionnaire was conducted by McCrae and Costa, on 208 American college students three months. Coefficients were obtained between 0.83 to 0.75. Long-term reliability of the questionnaire was evaluated. 6-year-long study on the sense of the scale of neuroticism, extraversion and openness to experience, have shown the ratio of 0.68 to 0.83 in reports and personal credit reports couples. The reliability of two factors compatibility and conscience has been obtained respectively 0.79 and 0.63 within two years.

In the validation to NEO by Grossi carpet on a sample size were 2,000 students of Tabriz University, Shiraz University of Medical Sciences of these two cities. The content of this test is to determine the validity of the

correlation between self-report form (S) and form evaluation Viewer (R), was used, the maximum correlation was 0.66 in extraversion and the minimum was 0.45 in adjustment factor.

Transformational leadership questionnaire: To ensure the validity, after compilation of comments and tips 10 of the professors of the science of management and sports management and their views were considered in the final questionnaire.

Personality Traits Questionnaire: In the validation to NEO on a sample size of 2,000 students of Tabriz University, Shiraz University of Medical Sciences were the two cities Cronbach's alpha coefficients for each of the main factors of neuroticism, extraversion, openness, conscientiousness adjustment and they were 0.86 respectively, 0.73, 0.56, 0.77 and 0.87.

Transformational leadership questionnaire: To ensure the reliability of the preliminary study questionnaire distributed population between 30 and after completion, were collected within the 15 days, the same respondents were again. The correlation between the questionnaire scores, calculate and test-retest coefficient for transformational leadership questionnaire was 0.721. The internal reliability using Cronbach's alpha was 0.90 for transformational leadership questionnaire.

Table 1. Coefficients of internal reliability Multifactor Leadership Questionnaire.

Variable	Dimension	Cronbach's alpha
Transformational Leadership	Idealized influence (behavior)	0.847
	Idealized influence (attributes)	0.695
	Intellectual stimulation	0.797
	Personal considerations	0.724
	Inspirational Motivation	0.821
Personality characteristics	Moral Neuroticism	0.861
	Extroversion	0.735
	Being open	0.561
	Compatibility	0.774
	Conscientiousness	0.871

Results

Demographic description of the sample

Table 2. Describes the demographic.

Feature	Type	Frequency	Frequency%
Gender	Male	93	78.5
	Female	27	21.5
Total		120	100
Education	Upper diploma	18	14
	B.A	79	55
	M.A	23	31
Total		120	100
Job resume	To 10	35	22.5
	10-20	61	51
	20-30	24	26.5
Total		120	100

Inferential analysis

Kolmogorov-Smirnov test

H₀: The data are from a normal distribution

H₁: The data are not from a normal distribution

Table 3. The normal distribution of data.

		NEO	CL
	N	120	120
Normal Parameters ^{a,b}	Mean	3.679	3.526
	Std. Deviation	0.984	0.961
Most Extreme Differences	Absolute	0.168	0.167
	Positive	0.168	0.167
	Negative	-0.098	-0.090
Kolmogorov-Smirnov Z		3.291	3.270
Asymp. Sig. (2-tailed)		0.059	0.089

As seen in the above table level is significantly larger than the 05/0, thus hypothesis H1 has been confirmed and H0 is rejected. The data are normally distributed.

Testing hypotheses

Table 4. Correlation of the Pearson.

Hypothesis	Correlation of the Pearson	Results
Personal considerations ----- Transformational Leadership	0.48	Confirmed
Moral Neuroticism ----- Transformational Leadership	0.000	Rejected
Extroversion ----- Transformational Leadership	0.42	Confirmed
Being open ----- Transformational Leadership	0.51	Confirmed
Compatibility ----- Transformational Leadership	0.32	Confirmed
Conscientiousness ----- Transformational Leadership	0.44	Confirmed

Friedman test

Table 5. Friedman.

Level	Variable	Average	Grades of the test
1	Extroversion	2.36	Number:120
2	Being open	2.56	Square: 134.258
3	Compatibility	2.89	Free degree : 4
4	Conscientiousness	3.01	Significance: 0.011
5	moral Neuroticism	3.45	

Regression of extraversion

Table 6. Regression extraversion.

	Total Squeres	df	Average s	Sig.	Grades F
Regression	1053.977	1	351.326		
Remaining	1483.333	118	15.451	0.000	22.737
Total	2537.310	119	-		

Regression of openness

Table 7. Regression of openness.

	Average s ²	Free degree	Average s	Significance	Grades F
Regression	1119.351	1	559.676		
Remaining	1417.959	118	14.618	0.000	38.286
Total	2537.310	119	-		

Discussion and Conclusion

It is suggested that managers have to be more consistent with developments outside the organization as transformational leaders. In this study, based on available literature, original research model with two variables, transformational leadership and personal qualities drew first component of the study was normal. Kolmogorov-Smirnov test for normality assumption components used one-way (In this test, the null hypothesis, the normal distribution indicates Significance level of more than 0.05 indicates normal variables). Significant level achieved a significant level acceptable higher than (0.05), thus assuming distribution will be accepted and normal conditions of variables to estimate the unknown parameters is reliable. Check the status of the main variables Spearman test showed that each five-variable model in cultural intelligence, citizenship is a significant relationship managers Friedman test results indicate that among the managers of the Social Security Organization of Tehran East, located on the top of extroversion and open the , consistency, conscience and mental suffering located next rank. Test results show that, one main hypotheses can be stated in Table 3 Spearman coefficient is 0.48, so the main hypothesis of this study, between personality traits and transformational leadership in Tehran East positive relationship managers Social Security Therefore, we can say there is a significant strengthening of the components of the personality trait with variable transformational leadership transformational leadership Managers also will be strengthened. The first sub-hypothesis can be stated in Table 3 Pearson statistic is 0.00, so assuming the first secondary hypothesis of this study is the first between mental suffering and transformational leadership Managers Social Security Organization of Tehran East there is a significant positive relationship be rejected. Table 3 can be said to assume the second sub-Pearson test is to assume the second sub 0.42. The second sub-hypothesis, between extroversion and transformational leadership Managers Social Security Organization of Tehran East Therefore, we can say there is a significant positive relationship with the strengthening of extroversion, transformational leadership will be strengthened. Table 3 can be said to assume the third sub-Pearson test is assumed third sub 0.51 and the third sub-hypothesis is open between intelligence and transformational leadership Managers Social Security Organization of Tehran East Therefore, we can say there is a significant positive relationship by reinforcing the attributes of openness, transformational leadership will be strengthen. Minor Premise in Table 3 can be said for the fourth quarter of the Pearson tests for Minor Premise 0.32 the fourth sub-hypothesis of adaptation and transformational leadership Managers Social Security Organization of Tehran East Therefore, it can be said there is a significant positive relationship with the strengthening component compatibility, and transformational leadership also will be strengthened.

With respect to the issues discussed in the previous chapter, the results of this study are as follows:

1. The survey showed that the sample contained no significant difference in personality traits of men and women.
2. It also concluded that significant differences don't exist between men and women in transformational leadership.
3. Regression analysis revealed Enter the model with dimensions of personality characteristics of transformational can increases deviation on the score extroversion 0.22 and openness to size 0.38 range of transformational leadership.

According to the study hypothesis that there is a significant positive relationship between personality traits and transformational leadership are recommended: Social Security Organization of Tehran East extroversion property managers pay more attention and give more attention to the management authorities to have this feature. Directors recommended that the Social Security Organization of Tehran East-based managers pay more attention to the characteristics of having openness of mind and elect those who deserve it in this work. It is recommended to not choose those who have Neuroticism for the role of management transformational organization. It is suggested those based on questionnaires Neo has something for voters, are better for transformational Management.

Conflict of interest

The authors declare no conflict of interest

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